

Safe staffing report December 2020

The East Community Health Wards still continue to have lower than expected patient numbers; but occupancy has risen substantially. West Berkshire Community Health Wards, East Berkshire Community Health Wards, Willow House and Campion Unit patient numbers have increased on last month. All acute wards at Prospect Park Hospital except Daisy ward have had high bed occupancy this month. Daisy ward occupancy is slightly lower than the other acute wards due to having 4 beds allocated for cohorting working age adult COVID-19 patients if required.

122 staffing incidents were reported (103 in November). Compared to the previous month this has increased. Staffing has improved overall across the Trust and the lower than expected bed occupancy on the community wards has enabled the wards to manage their patient dependency although the number is now increasing due to acute unit pressures and the need to transfer COVID positive patients. This also has an impact because occupancy needs to be lowered due to the requirement to close beds at times again due to Covid-19. The number of shifts reported with less than two registered nurses (RN) per shift increased from last month; 162 were reported in December compared to 144 in November. Bluebell ward had 2 incidents whereby there were no RNs on shift. This was managed by staff staying longer on shift combined with moving staff across the hospital. The second COVID-19 wave has meant that there have been increased incidences of staff sickness which has affected both the staffing levels and the availability of temporary staff. In addition, a number of AHPs have been working on the mental health wards to support existing nursing staff. This is reflected in the AHP CHPPD data.

Patient Quality

Mental Health wards

Bed occupancy and patient acuity on the acute wards remains high which has resulted in higher levels of observations. Post recruitment the current overall vacancy rate at PPH is currently 12.21%. This figure accounts for those staff who have been recruited but are still undergoing employment checks to enable them to commence. Therefore, this is not reflected in the figures for December (Rose ward offered a preceptee post and filled two band 2 posts; Snowdrop ward filled two WTE band 2 posts). HCA recruitment is good currently; but Qualified Nurse recruitment remains challenging.

Average bed occupancy in the acute adults' wards increased slightly to 91.73% from 89.85% in November, this average figure is skewed by slightly lower occupancy on Daisy ward due to beds being kept enabling cohorting of COVID positive patients if required; however, occupancy increased in December by 15%. The remaining 3 acute adult wards all had occupancy over 90% (Bluebell ward 90.50%, Rose ward 96.50%, and Snowdrop ward 94.4%; Daisy ward 85.5%,).

Sorrel ward's bed occupancy decreased to 71.3.% (99.1% in November). Rowan ward's bed occupancy decreased slightly to 57.90% (59.20% in November); Orchid ward bed occupancy increased to 71.80% from 52.20%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for November was 1721; 309 of these were for registered nurse shifts (17.95%). A total of 768 (44.63%) of all temporary staff requests were unfilled for Prospect Park Hospital, 173 of these unfilled requests were for registered nurses (22.52%).

There were 137 shifts with less than two registered nurses on a shift (80 in November), this increase was due to staff absence, of these, Rowan ward had 47 shifts with less than two registered nurses. On shifts with less than two registered nursing staff there were senior clinical staff on the wards (Matron, Ward Manager and Clinical Development Lead) and therapy staff based on the wards 9-5pm during the week that provided support. Staff were moved across the hospital (including APOS staff) to assist wards in meeting their minimal staffing requirements when required, support was also provided by the Designated Senior Nurse on duty. In addition, a number of AHPs worked on the wards to support existing nursing staff. Bluebell ward had 2 incidences where there were no RNs at the start of shifts. This was covered by staff staying over their shift time and other staff redeployed from other wards.

Campion unit bed occupancy increased slightly to 39.80% from 35.20% in November. There was 1 shift with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 300; 106 of these were for registered nurse shifts (36.66%). A total of 110 (10.66%) of all temporary staff requests were unfilled. There were 47 unfilled requests for a registered nurse (42.73%).

The bed occupancy at Willow House increased to 78.90% from 69.60% last month and patient acuity has remained high. Staffing levels have increased with the unit working with three registered nurses and five support staff during the day and three registered nurses and three support staff at night to manage the patient acuity and support the high levels of observations for the very challenging young people on the unit. The number of temporary shifts requested was 421, with 109 shifts requested for registered nurses (25.89%). 181 shifts were unfilled (43%) 109 of which were for registered nurses (60.22%). There were 0 shifts with less than two registered nurses. The Ward Manager continued to support the team during weekdays 9-5pm and there was access to a manager/senior nurse on call out of hours as needed. There continues to be high levels of temporary staffing on Willow House which affects continuity of care. However, the recent recruitment campaign has actively increased the permanent staff on the unit with several staff being recruited and going through checks as demonstrated in Table 1a. Therefore, the numbers are much improved.

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. These reflect the budget for 2020/21. The acute wards at Prospect Park (Bluebell, Daisy, Snowdrop and Rose) were allocated an extra 1.8 WTE each for activity coordinators band 3.

Table 1. Current vacancies:

| | Registered nurses (wte) | Vacancy (wte) | Total available registered nurses (wte) | Unregistered nurses (wte) | Vacancy (wte) | Total available unregistered nurses (wte) |
|------------|-------------------------|-------------------|---|---------------------------|----------------|---|
| PPH | 110 | 24.74 (22.49%) | 85.26 (75.51%) | 164.8 | 9.8 (5.95%) | 155 (94.05%) |

Table 1a. Willow House:

| | Registered nurses (wte) | Vacancy (wte) | Total available registered nurses (wte) | Unregistered nurses (wte) | Vacancy (wte) | Total available unregistered nurses (wte) |
|---------------------|-------------------------|------------------|---|---------------------------|---|---|
| Willow House | 9.21 | 2.92 (31.70%) | 6.29. (68.30%) | 10.7 | 1 (9.35%) (above still in employment checks). | 9.7 (90.65%) |

Community Health wards (CHS)

Lower bed occupancy in East has continued to assist with their patient dependency; however, in December numbers increased by almost 15%. The West Community Health wards also saw an increased occupancy in December.

The average bed occupancy for the West CHS wards increased slightly to 81.02% from 80.40% in November; (Oakwood Unit 81.20%, Donnington ward 88.70%, Highclere ward 62.20%, Ascot ward 82.70%, Windsor ward 90.30%). West CHS wards requested 790 temporary shifts, 262 were for registered nurses (33.16%). A total of 257 shifts were unfilled (31.90%); 92 were for registered nurses (35.80%).

Highclere ward had 7 shifts and Donnington ward 0 shifts with less than two registered nurses; they supported each other to ensure both the wards were covered and patient safety maintained. In addition, Nurse Associates were utilised when there was only RN available. Ascot ward had 11 shifts with less than two registered nurses. Windsor ward

had 2 shifts with less than two registered nurses. Oakwood Unit had 0 shifts with less than two registered nurses.

East wards continue to have a lower than expected bed occupancy. The average bed occupancy increased by almost 15% to 66.10% from 51.50% last month; Jubilee ward 69.50%, Henry Tudor ward 62.70%. East CHS wards requested 7 shifts, all were for registered nurses. There were no shifts with less than two registered nurses on Jubilee ward, Henry Tudor had 4, these shifts were covered by support from the management, ANP and allied health professionals on the unit. Jubilee ward continues to use an extra unregistered nurse at night due to the potential fire risk.

Table 2: below shows the current staffing position on the community health wards by registered and unregistered staff. These reflect the budget for 2020/21.

| | Registered nurses (wte) | Vacancy (wte) | Total available registered nurses (wte) | Unregistered nurses (wte) | Vacancy (wte) | Total available unregistered nurses (wte) |
|-----------------------|-------------------------|------------------|---|---------------------------|-----------------|---|
| West CHS wards | 62.85 | 9.8 (15.59%) | 57.65 (84.41%) | 78.88 | 6.43 (8.15%) | 72.88 (91.85%) |
| East CHS wards | 21.29 | 3 (14.09%) | 18.29 (85.91%) | 33.01 | 1 (3.03%) | 32.01 (96.97%) |
| Total | 84.14 | 12.8 (15.21%) | 71.34 (87.79%) | 111.89 | 7.43 (6.64%) | 104.46 (93.36%) |

Triangulation of Incident Data

The triangulation of the patient safety incident data sets involves medication, patients found on the floor, pressure ulcers, absent and missing, seclusions, prone restraints, self-harm and assaults with staffing level. Patient safety was maintained on all wards; however, it is possible that patient experience was compromised.

Safe Staffing Declaration

All of the acute mental health wards, Rowan ward has high numbers of registered nurse vacancies and as a result continues to use high levels of temporary staff to achieve the position of safe staffing numbers.

Financial Implications

- Continued usage of temporary staff including registered nursing to cover vacancies, absence and levels of observations for patients.

Risk Implications

- Number of current registered nurse vacancies across wards.

Care Hours per Patient Day (CHPPD)

The publication of Lord Carter’s review, ‘Operational productivity and performance in English acute hospitals: Unwarranted variations’, in February 2016 highlighted the importance of the ensuring efficiency and quality across the whole NHS. One of the obstacles identified in eliminating unwarranted variation in clinical staff distribution within the NHS provider sector has been the absence of a single means of consistently recording, reporting and monitoring staff deployment.

In order to provide a consistent way of recording and reporting deployment of staff providing care on inpatient wards, the Care Hours per Patient Day (CHPPD) metric was developed and while it is recognised that the needs of patients using services are often quite different, the CHPPD measure provides a representation of the number of care hours available to patients and it is expected that this measure will enable wards of a similar size, speciality and patient group to be benchmarked in the future. Collection of this data has only just commenced nationally so there is currently limited benchmarking data available at present. CHPPD for all the inpatient areas within Berkshire Healthcare is captured within Table 3 alongside the fill rate and bed occupancy.

Table 3: shows the CHPPD on Berkshire Healthcare wards for December and provides comparison with available data in model hospital when comparing with other Trusts with the same CQC rating. Model Hospital has now been updated from September 2020 to compare Berkshire Healthcare to other Outstanding Trusts.

Table 3

| Table 3: Reported CHPPD per ward during November 2020 | | Data taken from Model Hospital’s latest available report September 2020 | |
|---|------|---|-----------------|
| Ward | BHFT | Peer median | National median |
| Bluebell | 8.7 | 9.34 | 10.33 |
| Daisy | 9.7 | | |
| Rose | 7.2 | | |
| Snowdrop | 8.3 | | |
| Rowan | 18.8 | 14.2 | 12.29 |
| Orchid | 13.5 | 13.86 | 12.29 |
| Sorrel | 27 | 19.73 | 22.24 |
| Campion | 54.2 | 25.84 | 28.99 |
| Willow House | 23.9 | 23.31 | 19.72 |
| Donnington | 7.3 | 7 | 7 |
| Highclere | 9.0 | | |
| Oakwood | 7.5 | | |
| Ascot | 9.2 | | |
| Windsor | 7.1 | | |
| Henry Tudor | 9.8 | | |
| Jubilee | 12.5 | | |

Comparison with the national and peer medians demonstrate a continued variance between BHFT wards and other comparable trusts, this variance is affected also by the level of additional observations required (Sorrel ward). Due to the lower than expected bed occupancy, particularly on the Rowan ward, Jubilee ward, and Campion, the CHPPD appears high.

Reporting

NHS England requires Trusts to submit monthly staffing data which is displayed on NHS Choices and on the Trust website. The staffing information required to be displayed is the total monthly planned staff hours versus actual staff hours (percentage fill). This information is split by day shift/ night shift and by registered nurses/ unregistered care staff. NHS England has not released the parameters against which staffing levels should be RAG rated as this is a decision for local Trusts and their Board. This information is detailed in Table 4 of the report.

Guidance published in November 2014 by the Department of Health based on NICE guidelines for safe staffing (in acute hospitals) identified 'red flags' where safety has the potential to be compromised. One of these red flags was monitoring when wards had less than two registered nurses present on the ward during a shift. All our Mental Health and Community Wards are staffed to provide two registered staff on every shift and the shifts with less than two registered staff on duty are detailed in table 4. For Campion Unit (Learning Disability) the agreed staffing levels are two registered nurses during the day and one registered nurse at night, therefore it is breaches in these levels that are captured in Table 4 for Inpatient wards.

Table 4 displays the total budgeted workforce, vacancy, sickness and maternity leave. The total monthly planned staff hours versus actual staff hours (percentage fill) along with the care hours per patient day (CHPPD) are also reported. This information is split by day shift/night shift and by registered nurses/unregistered care staff. Sickness and maternity leave data not available in time for this report.

Overall RAG rating for the table is indicated as follows.



Berkshire Healthcare

NHS Foundation Trust

| [Green] | [Amber] | [Red] |
|--|---|---|
| No identified impact on quality and safety of care provided as a result of staffing issues | Although there appears to be no direct correlation between staffing and any specific incidents that occurred during the month, the high number of temporary staff required throughout the month provides a challenge with delivering continuity of care and may compromise patient experience | There appears to be a correlation between staffing and specific incidents, safety was compromised |

| Ward | Budgeted workforce (wte) | Vacancy (wte) | % DAY FILL RATE | | | | % NIGHT FILL RATE | | | | Bed Occupancy % | CARE HOUSE PER PATIENT DAY | | | | | No. of shifts with less than 2 RN | | No. of incidents reported linked to staffing | No incidents where harm caused as a result of reduced staffing | RAG rating | |
|--------------|--------------------------|---------------|-----------------|--------|-------|--------|-------------------|--------|------|--------|-----------------|--------------------------------|------|------|------|--------|-----------------------------------|-----|--|--|------------|-------|
| | | | RN | HCA | Q NA | UnQ NA | RN | HCA | Q NA | UnQ NA | | Month cumulative patient count | RN | HCA | Q RA | UnQ RA | Total | Day | | | | Night |
| Bluebell | 35.00 | 7.35 | 96.77 | 101.40 | 0 | 0 | 87.10 | 115.32 | 0 | 0 | 90.50% | 617 | 2.4 | 6.3 | 0.0 | 0.0 | 8.7 | 18 | 8 | 7 | 0 | [A] |
| Daisy | 35.95 | 7.31 | 100.96 | 99.68 | 80.00 | 0 | 82.26 | 100.81 | 0 | 0 | 85.50% | 530 | 2.5 | 6.9 | 0.0 | 0.0 | 9.7 | 10 | 12 | 11 | 0 | [A] |
| Rose | 34.15 | 8.95 | 98.39 | 83.99 | 0 | 84 | 98.39 | 101.61 | 0 | 0 | 96.50% | 658 | 2.4 | 4.6 | 0.0 | 0.0 | 7.2 | 9 | 1 | 0 | 0 | [A] |
| Snowdrop | 35.95 | 6.03 | 95.16 | 95.81 | 0 | 0 | 95.16 | 122.24 | 0 | 0 | 94.40% | 644 | 2.4 | 6.0 | 0.0 | 0.0 | 8.3 | 7 | 3 | 0 | 0 | [A] |
| Orchid | 36.00 | 6.8 | 104.03 | 106.13 | 0 | 0 | 80.65 | 151.61 | 0 | 0 | 71.80% | 445 | 3.4 | 10.1 | 0.0 | 0.0 | 13.5 | 5 | 12 | 2 | 0 | [A] |
| Rowan | 42.00 | 10 | 72.58 | 157.24 | 0 | 0 | 89.46 | 155.50 | 0 | 0 | 57.90% | 359 | 3.5 | 15.3 | 0.0 | 0.0 | 18.8 | 35 | 12 | 10 | 0 | [A] |
| Sorrel | 38.00 | 4.4 | 110.48 | 123.55 | 0 | 0 | 98.39 | 150.00 | 0 | 0 | 71.30% | 243 | 6.9 | 20.0 | 0.0 | 0.0 | 27.0 | 0 | 1 | 0 | 0 | [G] |
| Campion | 37.11 | 0 | 125.81 | 153.51 | 0 | 0 | 170.97 | 164.32 | 0 | 0 | 39.80% | 111 | 15.7 | 38.6 | 0.0 | 0.0 | 54.2 | 1 | 0 | 1 | 0 | [G] |
| Willow House | 23.42 | 3.92 | 87.23 | 100.46 | 0 | 0 | 96.77 | 100.90 | 0 | 0 | 78.90% | 220 | 9.7 | 14.2 | 0.0 | 0.0 | 23.9 | 0 | 0 | 0 | 0 | [G] |
| Donnington | 63.46 | 5.23 | 111.14 | 100.00 | 62.17 | 0 | 94.23 | 93.55 | 100 | 0 | 88.70% | 715 | 2.4 | 4.5 | 0.0 | 0.0 | 7.3 | 0 | 0 | 26 | 0 | [G] |
| Highclere | | | 82.14 | 69.20 | 122.5 | 58.33 | 71.58 | 80.65 | 100 | 0 | 62.20% | 328 | 2.9 | 4.6 | 0.0 | 0.0 | 9.0 | 7 | 0 | 65 | 0 | [G] |
| Oakwood | 46.67 | 2.8 | 89.78 | 102.26 | 0 | 0 | 100.00 | 106.45 | 0 | 0 | 73.75% | 655 | 2.9 | 4.6 | 0.0 | 0.0 | 7.5 | 0 | 0 | 0 | 0 | [G] |
| Ascot | 61.31 | 8.2 | 94.35 | 94.62 | 0 | 0 | 88.71 | 119.35 | 0 | 0 | 82.70% | 350 | 4.2 | 4.9 | 0.0 | 0.0 | 9.2 | 5 | 6 | 0 | 0 | [G] |
| Windsor | | | 87.99 | 89.40 | 99.67 | 0 | 98.39 | 103.23 | 0 | 0 | 90.30% | 576 | 3.1 | 3.7 | 0.0 | 0.0 | 7.1 | 0 | 2 | 0 | 0 | [G] |
| Henry Tudor | 32.80 | 2 | 96.77 | 93.42 | 0 | 0 | 100.00 | 100.00 | 0 | 0 | 62.70% | 389 | 4.0 | 5.8 | 0.0 | 0.0 | 9.8 | 4 | 0 | 0 | 0 | [G] |
| Jubilee | 30.23 | 2 | 95.05 | 98.82 | 0 | 0 | 100.00 | 114.40 | 0 | 0 | 69.50% | 333 | 4.7 | 7.8 | 0.0 | 0.0 | 12.5 | 0 | 0 | 0 | 0 | [G] |